Methodology for Identification of Executive Talent in CIA

I. Personnel Development Program

A. Introduction:

The Agency's formal mechanism for monitoring succession planning and executive development is the Personnel Development Program (PDP). The PDP is divided into two parts: Part I contains the succession and executive development program; and, Part II requires identification of the career patterns in professional and technical disciplines.

B. PDP Part I -- Succession and Executive Development

(1) Part I is prepared by the individual Career Services on a three-year cycle. It contains two elements--the first identifies executive level positions becoming vacant during the three-year planning cycle. These positions include grade levels GS-16, GS-17 and SPS plus any GS-15 positions that management may judge as requiring executive level ability. Against these expected vacancies, executive level employees will be identified who are judged qualified to fill the assignments. This list is called the Executive List.

(2) A second element of the PDP Part I identifies those employees in grades GS-13 - GS-15 whose performance demonstrates potential for development for executive level assignment. Individual programs consisting of training courses and assignments are listed for each person on the Executive Development Roster.

(3) In addition to the two lists noted above, the PDP Part I plans are also recorded in statistical summarization of the requirements and personnel resources. The Office of Personnel then makes an analysis, primarily in terms of ratios of requirements and resources, for the DDCI.

(4) While the program as it now functions specifically addresses personnel up to grades GS-17, it does provide senior management the opportunity to consider employees at the GS-17 level for development and advancement to GS-18 and EP level positions.

C. PDP Part II -- Developmental Profiles

Patterns of career development which make up Part II of the PDP are profiles reflecting the training and assignment plans for functionally related or homogeneous groups of professional officers beginning at least at grade GS-09. The profile presents to employees a picture of their progression. These profiles are developed by each Career Service or Career Service Sub-Group.

II. Career Service Evaluation Procedures (Use of Performance Descriptors)

(1) Each Career Service has a panel system for employee evaluations and promotion selection, by grade and/or discipline. The evaluation is required at least annually, however, all Career Services except the DDO meet semi-annually. In addition to the selection for promotability or promotion, the panels also evaluate the employees for "value."

(2) The use of Performance Descriptors in the evaluation of employees was begun in December 1975. There are five now in use: High Potential, May Develop, Valuable Contribution, Low Potential and Substandard, all of which are supported by detailed descriptions developed by a Task Force with representation from each Career Service.

(3) While some panels may develop other detailed data, all are required to determine the descriptor category appropriate for each employee at that point in time. It is expected the individuals in grades GS-13 and above who are consistently ranked as High Potential or May Develop will be reflected in the PDP.

(4) The Senior Board for each Career Service is charged with the review and evaluation of GS-15 and supergrade personnel as noted above. Each Career Service uses the Performance Descriptors for the employees evaluated and in addition develops rank order value lists. These lists and the descriptor application provide the information required for identifying the most promising GS-16 officers or any other grades of officers.